


MARINE CORPS

INSTALLATIONS & LOGISTICS

ROADMAP, 2017



A dark, atmospheric background image featuring the silhouette of a person, likely a Marine Corps logistician, working on a map or document. The person is positioned on the right side, leaning over and using a tool, possibly a pen or pencil, to mark the map. The map itself is spread out on a surface, and the overall scene is dimly lit, emphasizing the silhouette and the task at hand.

MISSION: Marine Corps logisticians provide our Corps the ability to generate, train, deploy, and sustain expeditionary crisis response forces to fight and win on the 21st century battlefield.

VALUES: Mission focused, adaptive, innovative, resilient, and ready.

VISION: Achieve ever-increasing levels of proficiency and needed capabilities through advocacy – producing ready people, right capabilities and responsive organizations.

END STATE:

- An agile, ready, responsive and resilient Marine Corps installations and logistics enterprise that enables us to fight and win on the 21st century battlefield.
- An enduring advocacy construct that leverages the entire logistics community for development of logisticians and logistics prepared for 21st century expeditionary operations across the range of military operations.
- Logisticians and installations professionals who can support and sustain Marines in any clime or place, against any foe, for any mission.
- Improved operating force and supporting establishment readiness.

MESSAGE FROM

LIEUTENANT GENERAL DANA



Team,

We are at the crossroads of a critical juncture in Marine Corps logistics. We are in an era of hybrid logistics, where old meets new. The fundamental

underpinning of hybrid logistics is we will not “wish away” the logistics demands of the modern battlefield. The Industrial Revolution weapon systems of today are heavier, more complex, and more logistically intensive than their 20th century predecessors. However, new and exciting technological capabilities provide much logistical promise in the future five-domain fight. These new systems will increase our lift and distribution, supply and maintenance, and medical capabilities on the future battlefield.

Taking the above into account, we are maturing the hybrid logistics concept to ensure we are ready to fight and win on the 21st century battlefield. We are thoroughly analyzing and assessing our logistical capability through the prism of the future threat environment. These efforts will ensure that we properly prioritize and resource logistics initiatives to support the 21st century Marine Air Ground Task Force (MAGTF).

Integral to the success of the MAGTF are Marine Corps Bases and Stations. We need to sustain our infrastructure and installations as capable, resilient, right-sized platforms to generate force readiness and project combat power across the range of military operations.

The purpose of this document is not to serve as a complete compilation of initiatives and tasks. Instead, this Marine

Corps Installations and Logistics Roadmap (MCILR) provides a clear, concise and compelling strategy for achieving needed logistical capabilities for the future fight. The MCILR is designed to share our logistics vision with a Marine Corps Installation and Logistics family that includes more than 60,000 uniformed and civilian logisticians. It is also designed for our Marines throughout the MAGTF, our bases and stations, and for our joint and allied partners. The MCILR also provides a conceptual foundation for our capability developers and acquisition commands; our industry and Congressional partners; and our partners

in labs, think tanks and academic institutions. It will take the input and actions of many to deliver effective and affordable installations and logistics capabilities to our Marines and Sailors, and to our Nation.

**“IT DOESN'T COST ANY
MONEY TO THINK”**

- Gen A.M. Gray
29th Commandant of the Marine Corps

For our Marines and civilian Marines, we welcome your ideas and energy. Every Marine has something to contribute and we will create venues to encourage logistical cross-talk and dialogue. Our best ideas come from all ranks and I encourage leadership at every level to create conditions for innovation.

You create the future by shaping it yourself. We are now shaping the force that will ensure our success throughout the 21st century. Thank you for your service to our Corps and your continued support. Keep the ideas flowing, be part of the hybrid logistics transformation.

Semper Fidelis,

Michael G. Dana

Lieutenant General, U.S. Marine Corps

Deputy Commandant for Installations and Logistics



DC I&L PRIORITIES

HYBRID LOGISTICS VISION

Optimize the best of "old" and "new" logistics

GROUND EQUIPMENT READINESS

Reinforce and sustain ground equipment readiness efforts across the Corps

INNOVATION AND MODERNIZATION

Develop 21st century installations and logistics concepts and capabilities

INSTALLATIONS

Develop 21st century bases and stations that are ready, resilient, and responsive to warfighter and Marine needs

ADVOCACY

Logistically man, train, and equip the Corps for 21st century operations

READINESS

Readiness is the focal point of all of our efforts. Our focus encompasses two readiness time horizons:

Current Readiness (Force Management Focus)

- Setting the conditions (primarily through policy, programming, and advocacy) to support and sustain our deployed and next-to-deploy Marines and Sailors
- Advocating for logistics solutions (across "people, process and technology" domains) to increase and sustain readiness across the force
- Advocating for logistics solutions to increase and sustain OPLAN and War Reserve readiness

"ALL PEACETIME ACTIVITIES SHOULD FOCUS ON ACHIEVING COMBAT READINESS"

- MCDP 1, Warfighting

Future Readiness (Force Development Focus)

- Producing high-quality logisticians with the requisite skills that our ready force demands, and ensuring that they are provided to the fleet in the correct density and locations
- Advocating for logistics concepts and capabilities that increase the MAGTF's readiness for 21st century warfighting
- Enhancing MAGTF and Naval Logistics Integration, as well as logistics integration with the broader Joint Force, to achieve greater interoperability and combat effectiveness

HYBRID LOGISTICS

A Blend of Old and New

Today's MAGTF is equipped with precision munitions, world-class communications and state-of-the-art weapon systems, but these capabilities do not reduce our requirement to move large amounts of fuel, water and ammunition throughout the battlespace. For these reasons, we believe we are in an era of hybrid logistics, where we must continue to meet recurring demand requirements while we simultaneously work to evolve our capabilities to enhance the endurance, reach and overall effectiveness of the 21st century MAGTF. We will increase our logistics readiness and responsiveness by looking at old processes and procedures in new ways. Examples are moving to a conditions-based maintenance construct and developing more efficient and effective ways to package and move Marines and their sustainment in the battlespace.

With several game-changing technologies on the horizon, our hybrid logistics vision will serve as the “lens” to guide our primary innovation lines of effort.

As we look to the future, we are focusing on technology that will increase capability in *lift and distribution, supply and maintenance, and battlefield medical care*. With several game-changing technologies on the horizon, our hybrid logistics vision will serve as the “lens” to guide our primary innovation lines of effort. Hybrid logistics will:

- Embrace the promise of new technologies while enhancing conventional capabilities, optimizing the blend of “old and new” logistics.
- Realize the full-fielding potential of Global Combat Support System-Marine Corps through enhanced Internet access and user-friendly functionality.



PRIORITIES

1. Lift and Distribution
2. Supply and Maintenance
3. Expeditionary Medical Care

- Utilize state-of-the-art logistics C2 and IT capabilities enabled by artificial intelligence. Create a ready data environment in which data is fungible, interactive, and actionable.
- Develop data-driven predictive capabilities to enable “sense and respond” logistics, capable of operating in a communications and data-degraded environment.
- Through the use of technology (such as 3D printing, unmanned platforms, etc.), flatten the supply chain to reduce the logistics footprint ashore and increase equipment readiness.
- Embrace “modular logistical capabilities” to streamline lift and distribution.
- Lighten the load on the individual Marine through the use of polymer ammunition, mobile solar power, and lighter body armor.

GROUND EQUIPMENT READINESS

We will know what we have, where it is, and what condition it is in....

Enterprise Ground Equipment Management (EGEM)

- EGEM is designed to increase accountability and readiness. Through enterprise-level unity of effort and venues, it links our key Service materiel management stakeholders. EGEM leverages data and data analytics to drive improvements to our ground equipment readiness and sustain audit readiness.
- EGEM focuses on readiness, data accuracy, and stakeholder collaboration. EGEM informs the discussion and decisions on how the Marine Corps will achieve the right readiness, at the right cost, at the right time.
- Collaboration is the catalyst for achieving our EGEM objectives. EGEM has adapted the naval aviation community's Naval Aviation Enterprise concept to enhance ground equipment readiness. Termed Ground Equipment Enterprise, the focus on OpFor concerns will serve as the center of gravity. The focus of the enterprise will be on ground equipment most crucial for combat operations, the most expensive equipment to maintain, or causative factors impacting readiness.

- The EGEM construct will enable the Marine Corps to effectively manage all ground equipment requirements in a timely fashion, maximize use of limited resources and increase readiness through data-driven decisions.

**THE FOCUS OF THE ENTERPRISE
WILL BE ON GROUND EQUIPMENT
MOST CRUCIAL FOR COMBAT
OPERATIONS, THE MOST
EXPENSIVE EQUIPMENT TO
MAINTAIN, OR CAUSATIVE FACTORS
IMPACTING READINESS.**

PRIORITIES

1. Enterprise Ground Equipment Management (EGEM)
2. 21st Century Marine Corps Logistics Command (LOGCOM)



GROUND EQUIPMENT READINESS CONT.

21st Century Marine Corps Logistics Command (LOGCOM)

- LOGCOM provides globally responsive ground equipment inventory control and integrated operational-level logistics capabilities in order to maximize Marine Corps materiel readiness and sustainment. LOGCOM's operational footprint spans every Geographic Combatant Command area of responsibility, and its capability portfolio includes enterprise depot-level maintenance, distribution, prepositioning and war reserve, weapon system life-cycle support, ground equipment inventory management and storage, and operational-level logistics.
- As the holder of the Marine Corps largest inventory of military equipment and operating materials and supplies, LOGCOM provides essential support focused on storage operations, maintenance, requisition management and distribution to increase equipment accountability and readiness. Through this and other strategic initiatives – to include developing a 21st century workforce and depot capability – LOGCOM is adapting and modernizing to increase warfighter support, improve accountability and auditability, and help drive Marine Corps logistics into the 21st century.

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PRIORITIES

1. Logistics Information Technology (IT) Portfolio Modernization

2. Next Generation Logistics (NexLog) Capabilities

INNOVATION AND MODERNIZATION

Innovating and Modernizing for the 21st Century

Logistics Information Technology (IT)

Portfolio Modernization

- Our logistics IT portfolio today consists of multiple antiquated and stove-piped systems, which we must adapt into a competitive family of multi-purpose and integrated platforms with a spectrum of hosting options to enable hybrid logistics and strengthen command and control.
- Our priority capability remains Global Combat Support System-Marine Corps (GCSS-MC), which we will continue to mature through R12 migration, full fielding across the enterprise, and continued partnership with Training and Education Command to ensure that our Marines are trained to employ and exploit it to its fullest potential. We will also work to enhance our supply and maintenance capabilities by creating wireless “zones” in supply and maintenance spaces and arming Marines with tablets and phones enabled with Log IT/C2 apps.
- The end state of our logistics IT portfolio modernization effort is state-of-the-art logistics C2/IT that is ready, resilient and fully supportive of 21st century Marine Corps operations.

Next Generation Logistics (NexLog) Capabilities

- The future is bright and filled with potential game-changing technologies and concepts for Marine

Corps logistics. Emerging technologies provide great promise, and will give us the ability to offset enemy capabilities by resupplying faster, producing on-demand parts and outmaneuvering our enemies on the battlefield. Our NexLog capability development efforts are focused on three key thrust areas: additive manufacturing, smart logistics and unmanned capabilities.

- Through additive manufacturing, we will achieve a more flattened supply chain with 3D capability arrayed in key forward locations, ready to manufacture parts for emergent readiness requirements. Smart logistics will mark a fundamental change to military operations by connecting everything from shipping containers, vehicles, and engines. Further, it will enable the full exploitation of “sense and respond” logistics with the ability to more effectively track shipments, manage inventories, and monitor equipment status, enabling predictive vice reactive logistics. Our pursuit of unmanned capabilities is part of a more holistic approach to modernize our distribution networks to make them more intelligent and data driven.



Source: United States Marine Corps | GAO-15-385



INSTALLATIONS

Our Training and Force-Projection Platforms

Infrastructure Reset

- Our installations are national defense assets that enable our operating forces to hone their combat readiness to ensure that they are most ready when the nation is least ready. Our bases and stations also act as strategic deployment platforms from which our expeditionary forces fight and win our nation's battles.
- The Marine Corps has taken risk in the base and station portfolio in order to fund other investment priorities. Due to historic funding challenges, we have seen our Facilities, Sustainment, Restoration, and Modernization backlog grow to \$9B. As we look to POM 19 and beyond, we foresee \$5.4B in Military Construction requirements with only \$1.1B in available funding.
- To mitigate these challenges, we developed an Infrastructure Reset Strategy, which guides our efforts to reduce excessive and failing facilities, while restoring enduring facilities by judiciously employing tools like demolition and facility restoration and modernization. By resetting our infrastructure and reducing our footprint to the level which is absolutely required to support our mission, we maximize critical capabilities, minimize total life-cycle cost, and better enable operating force readiness.

**BY RESETTING OUR INFRASTRUCTURE
AND REDUCING OUR FOOTPRINT, WE
MAXIMIZE CRITICAL CAPABILITIES,
MINIMIZE TOTAL LIFE-CYCLE
COST AND BETTER ENABLE OUR
OPERATING FORCE READINESS.**

PRIORITIES

1. Infrastructure Reset

2. 21st Century Bases and Air Stations (Bases of the Future)

21st Century Bases and Air Stations (Bases of the Future)

- Tomorrow's Marine Corps installations will look much different from those in existence today. We are shaping the future now through a "Base of the Future" concept project at MCLB Albany. Born out of a significant destructive weather event which struck MCLB Albany in January 2017, "Base of the Future" is not just replacing aging buildings, but providing a foundation for developing emerging technologies such as smart buildings, better traffic patterns, more efficient service delivery, and installation support processes.
- These improved processes, combined with integrated master planning and more effective operating forces communication, will create installations which increase our overall training, readiness, and deployment capability.

ADVOCACY

Developing the Force for the 21st Century

Marine Corps Force 2025 Institutionalization

- The Service recently completed a capabilities-based review of its end strength, force structure, and equipment across all warfighting functions to identify needed changes. The output of this work, collectively called Marine Corps Force 2025, seeks to define a Marine Corps optimized to meet future challenges.
- We will leverage our advocacy framework – now better synchronized with our Marine Logistics Groups – to institutionalize Marine Corps Force 2025 along the functional lines of supply and maintenance, engineering, health services, transportation and distribution, and logistics services. Our goal will be a ready and resilient Marine Corps logistics enterprise that maximizes the capability, endurance and reach of the MAGTF.

21st Century Logistician Development

- Our Marine Corps Logistics Operations Group (MCLOG) is our main effort for developing 21st century logisticians. MCLOG's EXLOG Continuum and Seminar prepare our MEU

and MAGTF logisticians for deployments by exposing them to the full array of joint, intergovernmental and interagency logistics capabilities that may be needed to support the range of military operations in various theaters. MCLOG's Intermediate MAGTF Logistics Operations Course and Logistics Staff Training Exercise programs are also key to developing our individual logistics Marines and logistics units for 21st century operations.

- The primary goal of our Logistics Training and Education OAG will be the formulation of a strategy to develop “multi-functional,” “all-purpose” 21st century logisticians.

Development of 21st Century Installations and Logistics Capabilities

- In addition to the institutionalization of Marine Corps Force 2025, our advocacy framework will serve as the hub for our 21st century installations and logistics capability development efforts, integrating all efforts into our institutional processes and driving our future programmatic priorities and guidance.



PRIORITIES

- 1. Marine Corps Force 2025 Institutionalization**
- 2. 21st Century Logistician Development**
- 3. Development of 21st Century Installations and Logistics Capabilities**



Together, we will shape the force to ensure our success throughout the 21st Century.

As we look to the future, we will deliver the highest levels of combat readiness. We will realize our Hybrid Logistics Vision by optimizing the best of “old” and “new” logistics, while simultaneously innovating and developing the necessary 21st Century installations and logistics capabilities. Further, our Installations will continue to provide exemplary support to Marines, Sailors, and families.

The future is bright and filled with potential game-changing technologies and concepts for Marine Corps logistics. Concurrently, the professional execution of our conventional capabilities remains paramount. Success in the future will demand the effective blending of “old and new” in this era of hybrid logistics. This hybrid vision of logistics informs and guides our actions. Further, it serves as the focus of the Installations and Logistics Department team as we develop and execute the myriad of “man, train and equip” tasks designed to ensure the success of Marine Corps logisticians on the future battlefield.

We must reset our infrastructure by reducing our footprint to the level which is absolutely required to support our mission and nothing more; and we must maintain the critical capabilities of the facilities we retain at the lowest possible total life-cycle cost. Infrastructure Reset is not a onetime effort, and it is a Marine Corps-wide effort that requires the full visibility, participation and integration across the entire force. It is imperative we make the cultural, policy, and structural changes to sustain readiness, and keep faith with Marines and their families.

In summary, the age of innovation is upon us, and our challenge over the next decade is to blend these capabilities into our hybrid logistics concept in order to best support Marines engaged in combat across all domains of conflict.

Marines, my challenge to you is to think: Do we have this right? Do you have other innovative ideas to further this most important effort? If you do, please contact us at: innovation.challenges@usmc.mil.

